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Conclusions of the High-level Committee on Management at its twenty-fifth session

(Rome, 7-8 March 2013)

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I. Introduction

1. The High-level Committee on Management held its twenty-fifth session at the Headquarters of the International Fund for Agricultural Development (IFAD), Rome, on 7 and 8 March 2013. The meeting was chaired by the Chair of the Committee, the Director General of the World Intellectual Property Organization, Francis Gurry, and the Vice-Chair, the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS), Jan Beagle.

II. Adoption of the agenda

2. The agenda as adopted by the Committee is reflected in the table of contents.

3. The complete list of participants is provided in annex I.

4. The checklist of documents is in annex II. All documents related to the session are available on the website of the Chief Executives Board for Coordination (CEB) at: www.unsceb.org/content/march-2013-1.

5. Welcoming the staff federations, the Chair noted that the programme of work had been structured following the directions emerging from the Committee's retreat of 14 and 15 January 2013, that is, without reports from the networks, and without an agenda item entitled "Dialogue with the staff". The federations were instead invited to attend, as observers, the discussions on agenda items of direct relevance to the staff, and to offer their contributions during the substantive discussion of such items. Any written statements provided by the federations would continue to be annexed to the final report on the session.

III. Strategic Plan and working modalities

6. At its twenty-fourth session in September 2012 the Committee decided to launch a process for the development of a strategic plan for the next three to five years, centred on a set of priority and strategic issues around which to focus the work of the Committee in the medium term, reflecting the vision and ownership of the entire membership of the Committee, and aimed to reinforce the Committee's relevance and value for member organizations and for CEB.

7. Following the extensive discussion started right after the September session, through the round of consultations led by David Waller and, subsequently, the retreat of 14 and 15 January 2013 at the United Nations System Staff College, the Committee was now called to review and approve the draft Strategic Plan, inclusive of revised working modalities, and of a results framework outlining the expected deliverables under each strategic priority.

8. The Chair recalled three key principles informing the Strategic Plan:

(a) The priorities included in the Plan should reflect the consensus of all Committee members. Their implementation, by means of the concrete deliverables outlined in the results framework, would take due account of the differences between organizations and leverage on the commonalities and shared operational requirements of the different actors of the United Nations system;

(b) While all priorities would be pursued with full participation by all members, the Committee agreed to the principle that some activities can be conducted with an opt-in/opt-out approach;

(c) The full set of priorities outlined in the Strategic Plan was framed against a paramount principle: that the United Nations system of organizations will preserve and foster the safety and security of their staff.

9. The ensuing discussion sought to confirm that the draft Strategic Plan reflected the collective vision of Committee members; that it put forward ambitious but realistic, far-reaching, game-changing proposals that could make a quantum difference; and that it identified the system-wide priorities concerning which there was value in collective discussion and coordinated action through the Committee. As the Chair underlined, the ultimate aim was the modernization of the administration and management function of the United Nations system, to make it more adaptive and agile in delivering programmatic mandates.

10. The subsequent discussion confirmed the consensus already emerged at the retreat on the new working modalities, namely on the changes to the format and structure of Committee meetings and on the relationships among the Committee's working mechanisms. In this respect the representatives of the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) noted that the more inclusive formula for dialogue between the Committee and staff representatives would include participation in discussions on substantive items. They reiterated their interest in being consulted in future steps related to the development of the Strategic Plan (see annex III).

11. Finally, the Committee conducted a review of the draft results framework, with the understanding that this was a living document that would have to be updated regularly on the basis of emerging priorities and new mandates. The framework represented a high-level reference workplan synthesizing the commitment of organizations to engage in the hard work that implementing the priorities would require.

12. The Committee:

(a) Approved the Strategic Plan 2013-2016, inclusive of revised working modalities, as presented in document CEB/2013/HLCM/2 (annex IV to the present report) for submission to CEB at its first regular session of 2013;

(b) Endorsed the structure and contents of the draft results framework as presented in document CEB/2013/HLCM/2/Add.1, and agreed that a revised version of the framework, including responsibilities and timelines, and incorporating comments and suggestions put forward during the discussion, would be finalized and approved electronically by the end of April 2013. The Committee further agreed that the results framework would be updated regularly on the basis of emerging priorities and new mandates;

(c) In response to the request formulated in the quadrennial comprehensive policy review of operational activities for development of the United Nations system, agreed that the Chair of the ICT Network would lead the development and carrying out of a study to examine the feasibility of establishing interoperability among the enterprise resource planning systems of the United Nations

organizations. The Committee further emphasized that the study should address objectives related to "information interoperablity" as opposed to "technical interoperability". The Committee also agreed to form a project steering group under the leadership of the ICT Network Chair, including managers of agencies, funds and programmes, as well as member States and industries. Financial support from interested member States, industries and organizations would be sought following the development of the project terms of reference.

IV. Review of the common system compensation package by the International Civil Service Commission

13. At its seventy-sixth session, the secretariat of the International Civil Service Commission (ICSC) presented its plans (ICSC/76/R.3) to review the current compensation package for the United Nations common system.

14. With full awareness of the potential impact of this review on the management of United Nations system organizations, the Committee had included this subject, with top priority, in its Strategic Plan.

15. The Vice-Chair stressed that it was critical for the Committee to engage directly and actively in this review, to contribute to the formulation of its objectives, approach, format and timelines, and to its implementation.

16. The Committee unanimously supported a human resources management agenda that had, as its overarching goal, the continuing development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community.

17. A key expected outcome of this endeavour was a strengthened leadership and managerial culture and organizational environment that would recognize good performance, strengthen linkage to career development, and appropriately address poor performance.

18. The fundamental challenge of a human resources management reform agenda was to determine how best to attract, retain, and deploy the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations where the United Nations system operates. The most immediate means to pursue this goal was by engaging in a constructive dialogue with ICSC in the context of its review of the conditions of service for United Nations system staff, and aim to develop a proposal for a competitive and simplified compensation package that enables organizations to attract and retain staff of the highest calibre and reduce transaction costs, taking into account evidence from systematic data gathering and monitoring on relevant trends.

19. The Co-Chair of the Human Resources Network presented a note (CEB/2013/HLCM/3) on how the Network was planning to engage in the ICSC review and on the principles that would inform its action. She also updated the Committee on the discussions that had taken place at the seventy-sixth session of the International Civil Service Commission, which was being held concurrently with the Committee meeting. The representatives of CCISUA and FICSA highlighted the need to work in consultation on the basis of factual information. They also stressed the extreme importance of being guided by the principles set forth in the Charter of

the United Nations, safeguarding the equity and fairness of the compensation package.

20. The Committee:

(a) Considered that the review of the compensation package of the staff of the United Nations common system presented a strategic opportunity to support organizations to attract, retain and deploy staff to fulfil mandates most effectively in the changing international context;

(b) Endorsed the principles set by the Human Resources Network to inform the review, as follows:

(i) Fit for purpose, thus enabling a staffing model that is high performing and mobile;

(ii) Holistic and forward-looking, catering to different skills and needs;

(iii) Long-term perspective that results in a sustainable package that is adaptable and flexible and not driven by the current immediate financial situation;

(iv) Simplification, ease of administration and understanding, for example streamlining and lump-sum options;

(v) Reduction of transactional costs;

(vi) Consideration of the expatriate nature of internationally recruited staff;

(vii) Incentives for service in hardship and high-security risk duty stations;

(viii) Desirable gender balance in staff population;

(c) In addition, stressed the following principles:

(i) Competitiveness;

(ii) Equity and fairness;

(iii) Diversity;

(iv) Encouragement of performance, results focus and mobility;

(d) Emphasized the need for close collaboration with the staff federations throughout this exercise and for clear communication with staff at large, including the development of a common communication message;

(e) Given the long-term, high potential impact of this review and the need to develop rapidly a common system-wide proposal based on evidence and data, requested its secretariat to put together a small group of Comm...ee members to provide strategic guidance and support to this work, and to engage some external expertise to carry out research and contribute to the development of proposals to ICSC. Committee members further agreed to dedicate internal expertise and financial contributions to this project, as required;

(f) Decided to keep this issue on the agenda as a standing item throughout the review;

(g) Asked the Human Resources Network to inform the Committee by the end of March 2013 on the planned next steps, based on the outcome of the seventy-sixth session of ICSC and the subsequent discussions within the Network.

V. Improved efficiency and cost control measures

21. In response to the Committee's decision at its March 2012 session, organizations reported back on initiatives put in place to reduce costs and achieve efficiencies. The submissions from organizations were compiled by the CEB secretariat into CEB/2013/HLCM/4/Rev.2.

22. The Committee was briefed on four of the initiatives that were submitted, selected on the basis of replicability, potential impact in terms of efficiency gains, and relevance to the Strategic Plan.

23. The first presentation was by the three Rome-based organizations (the Food and Agriculture Organization of the United Nations (FAO), IFAD and the World Food Programme (WFP)) and focused on location-based collaboration highlighting two areas: procurement and travel.

24. The first concrete example of this collaboration was on contracts for electricity. Following that first experience, organizations established a common procurement team, hosted by FAO. This team works together twice a week to handle all of the headquarters procurement for the three agencies. Since 2010 joint tenders totalling approximately $40 million have been carried out. Some of the commodities for which joint procurement has been used include electricity, petrol cards, stationery, catering services, cleaning services, mobile telephones, and training.

25. An important lesson learned is that successful collaboration requires trust and hard work, as well as taking practical, flexible and sometimes difficult decisions. Trust has been built up over time and with that, collaboration has increased. It has also spread to collaboration outside of Rome, with IFAD being hosted by FAO in many country offices. Next steps on the procurement front include consultations with legal divisions with the aim to set up common terms and conditions for contracts and joint procurement review committees.

26. On travel, the Rome-based organizations negotiated corporate fares, aligned travel policies, and developed a hotel programme currently in 25 cities which negotiates favourable rates with hotels in high-volume travel destinations. Staff members are then required to stay at those hotels that are paid for directly by the organization, leaving only the non-accommodation part of daily subsistence allowance to be disbursed to the staff member. The potential for savings differs significantly from location to location, but is nevertheless considerable.

27. In the case presented, collaboration started with procurement as the catalyst but spread across different areas and was becoming a part of the working culture in all three organizations and has strong support from the heads of the three Rome-based agencies.

28. The second topic was the IFAD reward and recognition programme. The Committee was briefed on how the system has been designed to ensure that the performance appraisal system is trusted by staff, on how the organization interacted with ICSC and how funds were allocated.

29. To address the key component of the approach, trust in the performance appraisal system, the organization hired a consultancy firm to design the system and benchmark performance. Furthermore, IFAD worked closely with the staff association on how to implement the programme. Concerns regarded the ability of managers to use the appraisal system in a consistent and fair way. This was seen as a key issue for the success of the programme. Therefore, a series of trainings were conducted to ensure that managers would apply the same standards and that the system would be used properly. Furthermore, the information flow to staff was seen as critical and a series of briefings were held to ensure that all staff members were aware of the programme and of what it would entail.

30. To ensure that the programme was in line with international civil service standards, IFAD worked closely with ICSC at the design stage. This consultation was very positive and the organization received significant support from the Commission, which judged the programme to be in line with ICSC guidelines.

31. In terms of funding, IFAD was successful in getting support from its Executive Board to commit resources up front. This enabled the organization to create a recurring budget allocation for the programme. This also required an update to the organization's enterprise resource planning system. The reward programme will be available to all regular staff and is subject to availability of funds. The system has two tiers: the 2 per cent of staff that score in the top tier of a five-point scale and the 10 to 13 per cent that score in the second tier of the scale are eligible for rewards. The lump sum for the top scorers is higher than for those in the second highest tier, and ICSC guidance will be used. The award is in cash and is not pensionable. Non-monetary awards such as an additional three days of leave or priority in being selected for country office assignments are possible.

32. The third presentation was on the WFP "Connect System". The system focuses on rationalizing communications and reducing the related, considerable expenses. In 2010, WFP started to migrate towards a Unified Communications Platform, called "Connect", that was designed to improve the way the workforce communicates and collaborates. The organization set out to give every single staff member, regardless of his or her location, a much improved e-mail platform, a best-of-breed instant messenger client, a robust online collaborative space and a global calendaring system.

33. WFP now has over 10,000 staff in close to 400 locations using the tools. Using the system, during an average day, WFP staff receive close to 300,000 e-mails, launch 12,000 chat sessions and join 100 virtual conferences.

34. In addition to the intangible benefits this technology delivers, such as increased knowledge transfer and a feeling of being connected to the rest of the organization (especially important in the deep field), the efficiency gains are evident. WFP moved away from a decentralized technology that required the organization to procure, operate and support servers in each country, to a "cloud"-based infrastructure, which is now infinitely easier to manage. The organization estimates the yearly savings to be at over $3 million a year.

35. Virtual conferences and instant messaging, using Connect, are on the rise in the organization and 400 hours of meetings are happening every month and a quarter of a million instant messaging sessions are launched monthly. WFP estimates that the introduction of these new technologies is allowing its workforce to be more productive and is saving, on average, about five minutes per staff

member per day looking up contacts and reaching colleagues alone. This means that, on a daily basis, WFP gains an extra 100 days of labour.

36. Furthermore, these meetings happening online do not require a room, extra electricity, a costly telephone line or, someone to travel. As a result, it is estimated that the new technology is saving WFP about 10 per cent of mission travel cost to the organization (about $2.6 million a year).

37. Now that WFP is on board with this cloud-based technology, it will also be able to upgrade more easily and take advantage of the decreasing costs of bandwidth and storage. The upgrade of its old system took a year. The new one can be upgraded in just under a month. Although costly, WFP expects the project to have a positive return on investment within three years.

38. The final presentation was on UN-Women's application of the PaperSmart meetings developed by the United Nations Secretariat and focused on the discussions with the member States regarding the change away from the use of paper.

39. The PaperSmart initiative was used by UN-Women for Executive Board meetings and entailed moving away from the use of paper for board documents and making them all available online. The initiative has been applied by the United Nations and many funds and programmes and uses a dedicated portal for the Board sessions, where all documents are uploaded. These can then be accessed with any digital device. All documents are available four weeks prior to the session.

40. UN-Women did not find it difficult to convince Executive Board members to change to the system. In order to communicate the change, briefing sessions prior to the Board meeting were held to inform member States of the change and how it worked. The key to the success appeared to be that all Board members had their own digital devices already, all of which are supported by the platform.

41. The Committee appreciated hearing about these initiatives and several organizations shared experiences with similar projects. The United Nations Office for Project Services (UNOPS) reported on the implementation of a rewards scheme for several years and on how they had overcome any distrust issues and had been able to ensure timely completion of performance appraisals through making it mandatory to complete it on time for staff to be eligible for awards. IFAD also noted the importance of online systems to make it easier to implement and monitor. Timely completion of appraisals by staff was a concern raised by many members. UNAIDS shared its experience with a self-booking tool for travel which had already yielded savings.

42. The Committee appreciated that ICSC had been an enabling partner to IFAD and UNOPS and this was considered important as other organizations develop performance rewarding schemes. In this respect and in relation to many of the initiatives presented, the Vice-Chair noted that obstacles are frequently not in inflexible rules and regulations, but rather in organizations' policies and procedures, as the joint high-level mission to "Delivering as one" countries had clearly reported.

43. The Committee:

(a) Took note of the report on actions taken by the United Nations system on efficiency and cost control measures;

(b) Encouraged organizations to replicate as many of the initiatives reported as possible, where they fit with their operational model;

(c) Requested organizations to report on implementation of additional initiatives again at the twenty-seventh session of the Committee.

VI. Data-driven decision-making at the United Nations

44. Of the many initiatives emerging from the retreat in January 2013, the Committee agreed to include as a priority the improvement of the United Nations system's capacity and ability to present United Nations system data, including improving the system's capacity to implement standards for data presentation. In addition, the Committee agreed, as part of its improvement of its working methods, to invite experts to address specific priority areas. The Committee, therefore, welcomed Adam Bly, a noted specialist in working with public and private sector institutions to analyse data in new and unique ways, and the CEO and founder of Seed, Inc. and Visualizing.org.

45. Thanking the Chair, Mr. Bly acknowledged the challenges facing United Nations organizations as they work to modernize and change, and hoped that his presentation would point towards a foundation for making change easier. He stressed that what he had to present was not a single event, but a fundamental transformation in the way organizations think of data, and the skills needed to manage data, asserting that the ability to perform these tasks effectively will define successful organizations, including Governments, non-governmental organizations and the private sector. He noted that in some regards the United Nations is already leading in the data revolution, if not in a concerted way across the system. The presentation aimed to take the Committee through the process of innovating with data and how data can be the foundation for innovation.

46. Mr. Bly noted that we live in an era of complexity, and that to look at the world without complexity missed the key point. For example, he noted that to understand health requires an understanding of the interrelationship between disease and such factors as, say, climate models, which in turn requires an analysis of energy composition which, in turn, drives greenhouse gas emissions. These, in turn, can be affected by education and population dynamics, which circles back to disease. He followed this by introducing two other aspects of the global environment: the velocity, or rate of change, and austerity, that is, the financial pressures on institutions.

47. All three aspects — complexity plus velocity plus austerity — define the era of "big data". To provide some perspective on the "big" in "big data", Mr. Bly noted that 2.5 quintillion bytes of data are created every day, and that 90 per cent of data in the world today has been created in the past two years. This volume of data presents three opportunities for institutions — smarter decision-making, a new language for collaboration and new knowledge and innovations. Any innovation can take time to become integrated into organizations and effect management culture changes. We are at the point where the innovation, the ability to manage large amounts of data, is happening and we can only speculate on the ultimate impact this will have on organizations. The presentation noted that big data was not a "technology" revolution, but that the fundamental tools are mathematics, science and design.

48. Thinking about data begins with a needs analysis, focusing on the decisions facing each of us that could benefit from an evidence-based approach. Mr. Bly introduced the concept of a data continuum, where on one end of the spectrum reside activities and actions that are easily measurable, the unmeasurable occupying the other end. In between, the seemingly unmeasurable present enterprises with opportunities to test and experiment with measuring different aspects of an organization's activities. He suggested that practitioners start by assuming that the data can assist in decision-making, and then test those assumptions utilizing the tools available.

49. However, implementing a data-driven decision-making approach assumes that an organization has the appropriate data available. Data available to organizations generally fall into four categories, with each category presenting opportunities and challenges. Proprietary data, the first category, represents data that each organization collects, defines and houses. Often, institutions, as they grow, begin to lose track of the data resident in their systems. Organizations can also purchase data, the second category. Frequently, data purchased is structured differently from in-house repositories, and therefore can present challenges when trying to integrate in a unified way.

50. The third category, data exhaust, is data generated through other activities. An example is data generated through the use of social media and mobile communications, such as actions on services like Facebook or Twitter. These actions serve as proxies for other behaviours, and although using this data can present privacy concerns, these data streams can offer exciting possibilities for understanding population activities. The fourth and final category is open data, which is freely available to anyone and generally originates from Governments and organizations like the United Nations. A key challenge for the United Nations and its organizations that make data available is to increase the use of these data sets. Mr. Bly suggested that simply making the data available is not enough to ensure its effective use, and that developing tools that provide analysis could increase its value.

51. Creating a data-driven environment starts with a complete understanding of the data available within the institution. Institutions must first inventory and characterize existing data, which includes its format, structure, taxonomy, frequency of updating and location (where it is stored and who has access). Furthermore, institutions will need to understand the relationship between this data and activities, an exercise known as "mapping" the data. Mr. Bly stressed that these activities are business-related, and not solely an ICT function.

52. Only after an organization has inventoried and mapped its data can it begin the process of extracting value, which is achieved through a process of analysis using a variety of mathematics and science processes (for example, correlation analysis, natural language processing, complex systems science, algorithm design, anomaly detection). Visualization tools, which utilize a design-first approach, present aggregated data in graphic form and allow for the detection of patterns and trends not otherwise easily recognized. The presentation demonstrated both analytical and visualization approaches using examples from the United Nations Conference on Sustainable Development held in June 2012, the MyWorld project (data.myworld2015.org) and the private sector. These examples demonstrated how visualizations can assist in solving a variety of business problems.

53. Finally, the presentation noted that beyond analysis of internal business, the analytics and visualization methods described could also be applied to communicating with a specific audience. Mr. Bly concluded by emphasizing that almost all enterprises, including agencies of the United Nations system, could benefit from a data-driven business decision-making process.

54. During the discussion, members of the Committee explored several aspects of the presentation. One comment noted that agencies face a challenge as they depend on Governments for data of all types, which does not prove very reliable. Questions included mechanisms used to gather data from populations that do not have access to modern communication technology, the profile of staff needed to effectively employ advanced data analytics and visualization techniques, risks that agencies may face as they make data publicly available and ways that agencies can avoid the institutional pitfalls of managing large data repositories, including data silos that develop within organizations. Mr. Bly noted the challenges in collecting data from populations that are unconnected, but that some projects, such as MyWorld, are having some limited success with manual data-collection methodologies. Regarding the skills needed by organizations, Mr. Bly suggested that United Nations organizations may consider developing capacity in the mathematics and science disciplines needed for these types of analysis. He encouraged agencies to begin the process of inventory and mapping of internal data sets, stressing the importance of a uniform taxonomy so that the same terms are used to describe the same things across agencies.

55. Mr. Bly accepted that risks exist for the presentation of data, but there can also be many benefits. He suggested that agencies work towards involving the public in data analysis, especially in the generation of hypotheses that can, in turn, be tested utilizing the analytical tools presented. Risks can also be mitigated by ensuring the data is presented along with any appropriate caveats. He also suggested that agencies work together when collecting data, and not duplicate field data-collection activities. Overcoming silos can also present challenges. Senior-level encouragement to bring data sets together is one place to start, with the goal to make the right data available to the right people at the right time.

56. The Chair concluded the session by thanking Mr. Bly for his enlightening presentation, noting that all of these tools are increasingly fundamental to organizations of the United Nations system, which must explore how to employ these capabilities. The Chair suggested that a first step should be the adoption by agencies of open data policies, followed by a concerted effort to begin an inventory and mapping process, followed by the development of taxonomies, so that the system understands the data it has available.

57. Organizations acknowledged the challenges in embarking on a project of this nature, but agreed on the importance of doing so, further recognizing its linkage to the High-level Committee on Programmes and that some efforts in this area are already in progress through entities such as, inter alia, the Statistics Division of the United Nations Secretariat, which makes data available through its data.un.org website and the United Nations Geographic Information Working Group.

58. The Committee agreed to create a working group that would explore this area further and propose common action as part of its Strategic Plan, with respect to open data policies, inventory and mapping of data, and development of taxonomies.

VII. Environmental sustainability management in the United Nations system

59. In September 2012, the United Nations Environment Programme (UNEP) in its capacity as Chair of the United Nations Environment Management Group drew the Committee's attention to the strategic plan for environmental sustainability management in the United Nations system, a key element of the wider framework for environmental and social sustainability in the United Nations system.

60. The Chair of the Committee stressed that the case for environmental sustainability management in the United Nations system is very strong, stemming directly from a request from member States in the outcome document of the United Nations Conference on Sustainable Development of 2012, endorsed by the General Assembly in resolutions 66/288 and 67/226.

61. The strategic plan for environmental sustainability management represents an evolution of the existing United Nations system-wide climate neutral efforts and provides a model for the systematic integration of environmental sustainability indicators into the internal management of United Nations entities.

62. In document CEB/2013/HLCM/5 the Committee was presented with:

(a) A description of the concept of an environmental management system (EMS) for United Nations organizations;

(b) An articulated cost benefit analysis of the measures proposed;

(c) United Nations best practices in the field of environmental sustainability.

63. In its presentation UNEP built a strong case for environmental and social sustainability in the United Nations system. Using available data, the document concluded that systematically managing environmental impacts through an environmental management system could help the United Nations system to reduce operating costs by US$ 250 million to $335 million per year through improved efficiency of utilities, fuel, travel and some office-related procurement, which collectively cost the system an estimated $2.7 billion in 2010. Significant further savings could be made, as no data is available for other high-risk and potentially high-cost activities, including waste and wastewater management, construction and vehicle procurement/maintenance.

64. The one-time costs of implementing environmental management system, which would identify and prioritize improvement actions, could be spread over several years, with each agency working at its own pace. The estimated United Nations-wide investment required is $23 million to $40 million. Such costs can be contained through United Nations-wide collaboration on environmental management system, as advocated by the strategic plan for environmental sustainability management in the United Nations system, by avoiding duplicate research, seeking efficiencies of scale when outside expertise is required and promoting collaboration in addressing common issues at a single location. Small agencies would particularly benefit from a shared-resource approach.

65. Since 1996, more than 250,000 public and private sector organizations in 150 countries have achieved environmental management system certification, most commonly to the international standard ISO 14001. International organizations that have already implemented environmental management system include the European

Commission (42 certified buildings), the European Union Parliament and the Asian Development Bank. Within the United Nations system, the United Nations University and the publishing services of the United Nations Secretariat have already obtained ISO 14001 certification, while WFP and the World Bank group have committed themselves to developing an environmental management system consistent with accepted standards.

66. Members of the Committee expressed broad support for the environmental management system, recognizing its value and importance. Many examples of environmental management system practices already implemented by organizations were shared. Members nevertheless highlighted the financial implications that the implementation of environmental and social sustainability practices have in their organizations, particularly in times of budget constraints and especially in the absence of a capital budget.

67. Committee members therefore suggested that focus should be placed on activities that can show returns in a short time horizon, such as 24 months, and require low initial investments. Areas like facilities management, conference services, fuel purchase and transportation should be explored and a close link with the Procurement Network should be established, although it was recognized that the ISO 14001 certification is broader than procurement.

68. The Committee noted that there should be close collaboration with the High-level Committee on Programmes on this matter as the most significant environmental footprint derives from the delivery of programmes. The need for close collaboration among networks, particularly the ICT and Procurement Networks, was also stressed.

69. It was suggested that the existing network of focal points for environmental sustainability management be responsible for representing the EMS work of each organization, continue to interact with UNEP through the Environment Management Group, and report directly to the Committee by the same means, thereby keeping the knowledge- and experience-sharing open, as well as mitigating the risk of partitioning the activities across networks.

70. It was further highlighted that support from member States hinges on the presentation of concrete proposals and standards for a United Nations system-wide approach, which would facilitate buy-in.

71. The Committee:

(a) Committed itself to the development and implementation of environmental management systems in each organization, through a gradual, voluntary and flexible process as described in the strategic plan for environmental sustainability management in the United Nations system, focusing on low-investment and high-return initiatives, and through mainstreaming of environmental management system in the programming and planning processes and increased coordination on this subject among the relevant Committee networks. As part of the EMS approach, the Committee should focus on making the concept of total cost of ownership fully integrated into procurement rules and practices;

(b) Requested UNEP to continue its work of coordination, technical support and reporting, noting the system-wide benefits of efficiencies, knowledge- and experience-sharing, and mutual support, and invited UNEP to report to the Committee

on collective achievements and forward planning on behalf of the Environment Management Group.

VIII. Any other business

A. Auditing as one/joint Delivering as one audit

72. Recognizing the need for joint audits, since 2007, the Network of United Nations internal audit services developed and implemented several frameworks for joint internal audits (multi-donor trust funds, joint programming harmonized approach to cash transfers and delivering as one programmes).

73. The framework for joint internal audits of Delivering as one is the most integrated one, with a joint team composed of auditors from various participating organizations, focusing on all components of Delivering as one: One programme, One fund, One leader, One office and One voice; and a single audit report issued to the Chair of the United Nations country team and the Chair of the United Nations Development Group.

74. A pilot joint audit of the delivering as one programme in the United Republic of Tanzania was conducted in February 2012 (the report was issued in November 2012). The lessons learned were discussed at the meeting of the Network of internal audit services in September 2012 and another two delivering as one audits are planned for 2013.

75. The experience so far has proved to be very valuable to audit areas that cannot be addressed through audits by individual internal audit services, such as the governance of the United Nations country team, joint programming, and harmonization of processes. The audit field work has been and is planned to be undertaken by joint teams of internal audit services staff. All audit services participate as members of the team through a steering committee which oversees the audit from planning to reporting. However as the team deployed in the field cannot practically include auditors representing all participating agencies, some of the work must be delegated by some internal services to auditors of other agencies.

76. The Network called for the collaboration of the Committee on ensuring the meaningful scope of the joint audit exercises and efficient implementation of field visits by small audit teams acting on behalf of all participating internal audit services, and in promoting communication on the joint audit concept with United Nations country teams.

77. The Committee took note with appreciation of the briefing on joint internal audits and welcomed the offer by the Network of United Nations internal audit services to provide its professional support to the implementation of the relevant areas of the Committee's Strategic Plan, as well as its commitment to further consider enhancing its joint audit approach for delivering as one programmes, for multi-donor trust funds and joint programmes.

B. Programme criticality framework

78. The programme criticality framework was developed through extensive consultation at headquarters and field levels, including field-testing in the Democratic Republic of Congo, Kenya and Somalia, and approved by the Committee and CEB in 2011, for use in determining the criticality level for specific activities within a given geographic location and time frame. This programme criticality level determination would then be used in the acceptable risk model to ensure that United Nations personnel do not take unnecessary risks and that those who remain in-country work on the highest priority activities in accordance with United Nations strategic results. The framework also allows country-level programme managers to design programmes and activities to be within predictable, known acceptable risks.

79. Upon approving the United Nations system programme criticality framework in September 2011, the Committee asked that it be rolled out in at least 12 priority countries (between January 2012 and April 2013) and that a consolidated progress report (with lessons learned and recommended adjustments) be made to the Committee at its twenty-fifth session. CEB endorsed the Committee's recommendations at its October 2011 session.

80. Consequently, a guided roll-out of programme criticality has been undertaken between January 2012 and January 2013 in Afghanistan, Mali, Mauritania, the Sudan, the Syrian Arab Republic and Yemen. The technical support given to these assessments were overseen by the Programme Criticality Working Group which is chaired by UNICEF. A letter, which emphasizes the importance of programme criticality as a concept that supports the United Nations system's efforts to "stay and deliver" in high-risk areas, was sent to field presences in 27 countries. The letter was co-signed by the Chair of the United Nations Development Group, the Emergency Relief Coordinator, and the Under-Secretary-General for Safety and Security, Peacekeeping Operations, Field Support and Political Affairs, and transmitted on 29 January 2013. In addition, based on the experience and feedback from this guided roll-out, the programme criticality framework has been revised and is submitted for approval by the Committee.

81. In line with the new working modalities for the Committee, comments on and approval of the revised programme criticality framework would be provided electronically to the CEB secretariat by the end of March 2013. If needed, the CEB secretariat would proceed to a second and final iteration, for final approval.

82. The Committee (*decisions to be finalized following an electronic review by the Committee*):

(a) Approves the revised programme criticality framework, including the establishment of a programme criticality steering committee;

(b) Approves a continued guided roll-out of the programme criticality framework, under current arrangements, in priority countries until June 2014, at which time the need for an independent assessment of programme criticality should be determined;

(c) Tasks the Programme Criticality Steering Committee to recommend a longer-term institutional solution for the coordination of programme criticality and provide technical support to the field by June 2014 at the latest.

C. Dates and venue for the next session of the Committee

83. The Committee agreed to hold its twenty-sixth session on 10 and 11 October 2013. The venue will be decided and communicated shortly. The Committee also indicated its agreement in principle to organizing a joint session with the High-level Committee on Programmes, with an agenda tentatively revolving around the following subjects: cyber-security, big data, sustainability management and implementation of the quadrennial comprehensive policy review.

Annex I

List of participants

Chair:	Francis Gurry, World Intellectual Property Organization
Vice-Chair:	Jan Beagle, Joint United Nations Programme on HIV/AIDS
Secretary:	Remo Lalli, CEB secretariat

Organization	
United Nations	**Ms. Catherine Pollard**, Assistant Secretary-General for Human Resources Management/Human Resources Network Co-Chair
	Ms. Gina Casar, Assistant Secretary-General, Controller
	Ms. Mbaranga Gasarabwe, Assistant Secretary-General for Safety and Security
	Mr. Anthony Banbury, Assistant Secretary-General for Field Support
	Ms. Antigoni Axenidou, Director, General Legal Division
	Mr. Fernando Hugo Blasco, Director, Office of the Chef de Cabinet
	Mr. Dmitri Dovgopoly, Director, Procurement Division
ILO	**Mr. Greg Vines**, Deputy Executive Director
FAO	**Mr. Denis Aitken**, Assistant Director-General a.i., Corporate Services, Human Resources and Finance Department
	Ms. Theresa Panuccio, Director, Administrative Services Division, Corporate Services, Human Resources and Finance Department
	Mr. John Fitzsimon, Inspector-General, Representative of the Network of United Nations Internal Audit Services
	Mr. Florentin Albu, Chief Information Officer and Director, Information Technology Division
UNESCO	**Mr. Getachew Engida**, Deputy Director General
ICAO	**Ms. Fang Liu**, Director, Bureau of Administration and Services
WHO	**Mr. Mohamed Jama**, Assistant Director General, General Management
	Ms. Hanne Raatikainen, Management Officer
UPU	**Mr. Pascal Clivaz**, Deputy Director General
PAHO	**Mr. Guillermo Birmingham**, Head of Administration

Organization	
ITU	**Mr. Hamadoun Touré**, Secretary-General
	Ms. Julia S. Watt, Chief, Human Resources Management Department
	Mr. Anders Norsker, Chief, Information Services Department
	Mr. Plesse Dietmar, Head, Procurement Division and Procurement Network Representative
WMO	**Mr. Joachim Müller**, Director, Resource Management Department
IMO	**Mr. Jo Espinoza-Ferrey**, Director, Administrative Division
WIPO	**Mr. Francis Gurry**, Director General, Chair of the High-level Committee on Management
	Mr. Ambi Sundaram, Assistant Director General, Administration and Management
	Ms. Chitra Narayanaswamy, Director, Resource Planning, Programme Management and Performance Division
IFAD	**Ms. Lakshmi Menon**, Associate Vice-President, Corporate Services Department
	Mr. Iain Kellet, Associate Vice-President, Financial Operations Department
UNIDO	**Mr. Akmel P. Akpa**, Managing Director a.i., Programme Support and General Management Division
	Mr. Giorgios Anestis, Director, Operational Support Services Branch, Programme Support and General Management Division
UNWTO	**Mr. José G. Blanch**, Director, Administration and Finance
UNAIDS	**Ms. Jan Beagle**, Deputy Executive Director, Vice-Chair of the High-level Committee on Management
UNDP	**Mr. Jens Wandel**, Assistant Secretary-General, Assistant Administrator and Director, Bureau of Management/Co-Chair of the Joint Funding and Business Operations Network of the United Nations Development Group
UNICEF	**Mr. Martin Mogwanja**, Deputy Executive Director
WFP	**Mr. Manoj Juneja**, Assistant Executive Director, Resource Management and Accountability and Chief Financial Officer
	Mr. Robert Opp, Director, Business Innovation and Support, Department of Resource Management and Accountability

Organization	
	Mr. Jakob Kern, Chief Information Officer, Information Technology Division
	Mr. Jacob Stefanik, Sr. Business Analyst, Business Innovation and Support, Department of Resource Management and Accountability
UNFPA	**Mr. Subhash K. Gupta**, Director, Division for Management Services
UNRWA	**Ms. Laura Londen**, Director, Department of Human Resources
UNHCR	**Mr. T. Alexander Aleinikoff**, Deputy High Commissioner
	Ms. Karen Farkas, Director, Division of Human Resources Management
United Nations Office at Vienna/UNODC	**Mr. Dennis Thatchaichawalit**, Director, Division for Management, United Nations Office at Vienna and UNODC
UNEP	**Mr. Christophe Bouvier**, Chief, Office for Operations
UNOPS	**Mr. Vitaly Vanshelboim**, Deputy Executive Director
ITC	**Ms. Eva K. Murray**, Director, Division of Programme Support
UN-WOMEN	**Ms. Giovanie Biha**, Director, Division of Management and Administration
UN-Habitat	**Ms. Jane Nyakairu**, Officer-in-Charge, Division of Management
United Nations System Staff College	**Mr. Jafar Javan**, Director
IOM	**Ms. Laura Thompson**, Deputy Director-General
WTO	**Ms. Mira Bacelj**, Director, Human Resources Division
Comprehensive Nuclear-Test-Ban Treaty Organization	**Ms. Frances Boyle**, Director of Administration
International Criminal Court	**Mr. Ivan Alippi**, Director, Common Administrative Services Division
CEB	**Mr. Thomas Stelzer**, CEB Secretary and Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs
CEB secretariat	**Ms. Simona Petrova**, Director
	Mr. David Waller, Resource Person
	Mr. Remo Lalli, Secretary, High-level Committee on Management
	Ms. Phyllis Lee, Secretary, High-level Committee on Programmes

Organization	
	Mr. Ken Herman, Senior Adviser on Information Management Policy Coordination
	Mr. Ronny Lindstrom, Senior Business Practices Adviser
	Ms. Natalia Toschi, Inter-Agency Adviser, Finance and Budget Network
Seed, Inc.	**Mr. Adam Bly**, Founder and CEO
FICSA	**Mr. Mauro Pace**, President
CCISUA	**Mr. Chris Land-Kazlauskas**, Chairperson, Staff Union Committee of ILO
	Mr. George Aelion
United Nations International Civil Servants Federation	**Mr. Dimitri Samaras**, President

Annex II

Checklist of documents

Title	*Document symbol*
Provisional agenda	CEB/2013/HLCM/1
Provisional programme of work	CEB/2013/HLCM/1/Add.1
Draft strategic plan and working modalities	CEB/2013/HLCM/2
Results framework with agreed deliverables, accountabilities and timelines	CEB/2013/HLCM/2/Add.1
Note by the Human Resources Network on the review of the common system compensation package	CEB/2013/HLCM/3
Review of the common system compensation package (note by the ICSC secretariat)	ICSC/76/R.3 (for reference)
Actions undertaken by the United Nations system on efficiency and cost control measures	CEB/2013/HLCM/4/Rev.2
The business case for environmental management systems in the United Nations organizations	CEB/2013/HLCM/5
Programme criticality framework (revised version)	CEB/2013/HLCM/7

Annex III

Joint statement by the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations System

Increasingly, in recent years, the participation of staff federations in the work of this Committee has been adjusted and redesigned with the aim of improving the effectiveness of our consultation. As you know, we openly declared three years ago that the original arrangement for dialogue, whereby we were called upon in this meeting to deliver a statement under the relevant agenda item and then invited to leave the room, was not satisfactory.

Since then, new formulas were put in place and we are glad to note that, according to the revised method of work presented at this session, "the dialogue with the staff federations will not be a stand-alone item on the agenda. The federations would, instead, contribute their views in the course of the discussion of those thematic agenda items in which they are invited to participate as observers. Federations' statements will continue to be incorporated as annexes in the Committee meeting report". On one hand, we shall continue trying to make the best use of time for effective participation; on the other hand, we know that this participation will not be sufficient if the role of consultation with staff representatives is not contextualized and allowed to develop in more inclusive consultative forums. In this respect, it is our opinion that more detailed modalities need to be developed for the future, in order to allow for advance contribution to discussions on items of a system-wide nature.

The recent experience with the preparation of the retreat in Turin could be used as an example of a substantial misunderstanding on the nature of our interaction. The reaction of the three staff federations to the absence of preparatory consultation is a proof of the importance we attach to having a continuous channel of communication with senior management, particularly on major reform projects, such as those announced in the Strategic Plan 2013-2016. Therefore, we thank the Chair for having reconfirmed the commitment of the Committee to an inclusive approach.

The Committee is not the only body currently looking at ways to "enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system".

The seventy-sixth session of ICSC, still meeting in New York, has put a considerable effort into the initial debate on the review of the compensation package. The results of the initial brainstorming sessions in ICSC highlighted similarities, expectations and considerable divergence of opinions, for the time being at the very initial conceptual stage. There is no doubt that the challenge ahead is probably of unprecedented scope and inclusiveness is key to a fruitful outcome.

Today, an overwhelming number of questions related to the compensation review have no answer.

We are aware that in these momentous times the importance of guiding principles, such as those stemming from Articles 100 and 101 of the Charter of the United Nations, the major pillars of independence, competence and integrity, is

vital. In this context, CCISUA and FICSA look at the forthcoming discussions as an opportunity to redress misperceptions about United Nations staff conditions of employment, refocusing on the rationale behind the need to adequately compensate for a service that is by nature unique and challenging.

Discussions on our conditions of employment should never be delinked from consideration for peculiar features of the service for the United Nations.

Let's take the example of the mobility. Member States, organizations and staff are deeply interested in the debate around mobility and support the idea that a global organization should be able to deploy staff where staff is needed. It is consequent to ask ourselves what would be a fair price to be paid for mobility. A fair cost, however, is not only a budget entity. In knowledge organizations it implies men, women and families behind them. Hence, fairness should be rooted in the wider framework of best practices and labour standards.

The Committee's strategic paper contains several questions that need participatory answers. What are the characteristics of an international civil service best able to function in the new environment? What is the ideal balance between younger and more mature staff, between generalists and specialists, and between internal and external sources of talent and expertise? Which and what percentage of positions should offer career potential? What and how many types of employment contracts should be utilized?

Sure, we are interested in an international civil service able to function in the new environment. Precisely for this reason we are continuously calling the attention of all competent organs to the excessive use of non-staff contracts, a priority issue on which we requested the Secretary-General of the United Nations to take urgent measures. We are convinced that this practice is undermining the core independence of the common system and will soon become non-sustainable.

Sure, we think that the balance between new generations of staff should be found through a sensible management of succession planning. The mandatory age of separation, if appropriately adjusted, would discourage the abused practice of extensive rehiring of retirees.

Sure, we value internal sources of talent that can be further improved and enhanced through training, mobility and cross-fertilization of experiences. They should not be placed in competition with external sources but complement each other in the framework of a balanced approach to human resource management.

Career potential should be offered to all and we pursue a system which could provide equal opportunities to all staff.

What are the limits of "flexibility" in a renewed managerial culture? How can we ensure that in adapting to circumstances we don't encourage arbitrary decisions and injustice and favouritism?

These doubts are no excuse for inaction. However, the call for a truly participatory effort, for a renewed culture of consultation that will reset the focus between human and financial resources, should be recognized and respected by all.

Staff is an asset, and a very valuable one. A new era of partnership can be built around the challenges we are facing today and we look at the outcome of this session of the Committee as a fundamental opportunity.

Review of the common system compensation package (CEB/2013/HLCM/3)

On behalf of both CCISUA and FICSA, and the staff we represent, let me begin by suggesting something that may come as a bit of a surprise to you: our federations recognize both the need for, as well as the potential benefits coming from change. We are not here to argue for the status quo for the sake of maintaining the status quo. However, we also want to make sure that we are not pushing change for the sake of change. Nor are we content to sit back and let change happen to our members. Indeed both CCISUA and FICSA remain committed to be active partners — full partners — in this critical review of the common system compensation package.

What do we mean by full partners? For us this means working hand-in-hand with our Administrations, and with ICSC, to identify where there are problems, and working together to formulate constructive solutions; solutions which must respect the fundamental principles underpinning the international civil service — its security, its integrity and its independence — beginning with the Charter of the United Nations.

One of the underlying concepts of social dialogue — of positive staff-management relations — is that of inclusion. In other words, if you include the representatives of the staff in constructing solutions, you are much more likely to produce better results. Not only will you produce better results, but policies formulated together with our federations are more likely to be accepted by our members — who are, in the end, your staff. In such a case, our member unions and associations will become partners in introducing the change, to the benefit of the staff, the organizations, and the common system itself. If, on the other hand, we are placed before a fait accompli, our reaction will necessarily be quite different. But we are here — as was mentioned in the opening statement — to engage responsibly, and constructively.

Allow me to turn to the content of the matter before the Committee. First, we must point to the inherent difficulties in putting unrelated concepts together. Here I am speaking about the references to "linkages to all of the salaries and allowances which provide for differentiated dependency/single rates" which may be examined under the concept "equal pay for equal work". Here I need to remove my CCISUA cap, and perhaps even my ILO Staff Union cap, and for the first time in years I would like to address these two issues as a staff member of ILO. As you all know, our organization adopts, and supervises international labour standards. It so happens that we have standards which touch both of the issues raised in paragraph 9 of the paper.

However, as far as I am aware, these are distinct issues — related to social protection, workers with family responsibilities, and non-discrimination (it should be pointed out that the correct terminology speaks to "equal pay for work of equal value"). The ILO standards don't mix these issues as it seems some might wish to do. I would urge the Committee — to remain faithful to the principles enshrined in these standards — to keep these separate issues separate. Dependency status and the benefits which accrue to staff with dependents is a function of the social security scheme, often through either cash benefits or tax incentives, which was at the origin of the dependency rate. This is of particular concern for a mobile, international workforce where, in many cases, the trailing spouse cannot legally work in the duty station.

While we can look at fairer mechanisms to establish dependency/family status, or to look at other means of providing similar family benefits, we stress that this must not be confused with the principle of equal pay for work of equal value.

While we appreciate the wish of the Human Resources Network and the administrations to streamline processes and simplify benefits — we agree that staff should be able to readily understand their pay slip — we must insist that the principles of fairness and equity come first. We have seen the proposal that equity be balanced against simplicity, but we firmly believe that the system must deliver equity and fairness before questions of simplicity arise, in order to avoid unintended consequences, or impacts that work against the overarching objectives.

One of my first experiences with ICSC was when the organizations themselves asked to revise the education grant methodology, precisely with a view to simplification. In the end, we found that the result led to serious anomalies, such that it was clear staff would have begun selecting duty stations based on their out-of-pocket costs for education, frustrating the organizations' efforts to promote mobility. We wish to voice our concern with the references throughout the documents to such things as lump sums, streamlining and transactional costs, and would respectfully request that the Human Resources Network consider incorporating these into their own "guiding principles".

With respect to the comparator, we should not only look at the private sector and the United States Federal Civil Service. We need to insist that the review take into account organizations which have similar profiles, and with whom we compete for staff. These would include the World Bank, the International Monetary Fund, the Organization for Economic Cooperation and Development, the coordinated organizations, and as the United Nations system moves more towards a rotation system, we must consider the most competitive foreign services.

We note from the paper that there will be a working group established to follow this question, and in the spirit of partnership, and to ensure full buy-in throughout the process, we would ask that the federations be fully involved in the process. To this end, we would ask you to consider amending your point for decision, with a view to facilitating this process.

Annex IV

High-level Committee on Management Strategic Plan 2013-2016

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Summary

The Strategic Plan of the High-level Committee on Management aims to contribute to the commitment of Member States to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system through the redesign and operationalization of administrative and management functions — so as to make the system organizations more adaptive and agile in delivering their programmatic mandates.

The Committee aims to respond to the call for the development of innovative and sustainable business solutions and the implementation of high-quality, efficient and cost-effective common support services, by leveraging on the commonalities and shared operational requirements of the different actors of the United Nations system, while recognizing that no one size fits all.

The Strategic Plan reflects the collective vision of the Committee membership and is aimed at reinforcing the Committee's value and relevance for both CEB and its member organizations. Through its Strategic Plan, the Committee intends to leverage its professional talent and expertise to formulate and put forward proposals — several of which are far-reaching — and foster its role as a source of inspiration and a catalyst for action towards United Nations system-wide management reform.

The full set of priorities outlined in the Strategic Plan is framed against a paramount principle: the organizations of the United Nations system will preserve and foster the safety and security of their staff.

The selected strategic priorities are:

(a) Attracting and retaining talent;

(b) Redesigning and innovating the United Nations business models: right-sourcing, common services, and new technologies;

(c) Supporting the second generation of Delivering as one;

(d) Strengthening the risk management and oversight architecture;

(e) Measuring and communicating results.

I. Background

1. The High-level Committee on Management is responsible to the Chief Executives Board for Coordination (CEB) for coherent, efficient and cost-effective management across the United Nations system of organizations. It is composed of the most senior administrative managers of each CEB member organization.

2. The Committee acts on behalf of and in the name of CEB on matters affecting the administrative management of all member organizations. It is charged with identifying and analysing administrative management issues of common concern, which require a system-wide response. It is authorized to take decisions on behalf of the Executive Heads and to identify, promote and coordinate management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness across the United Nations system.[a]

3. This Strategic Plan reflects the collective vision of the Committee membership and is aimed at reinforcing the Committee's value and relevance for both CEB and its member organizations. It was developed under the leadership of the Chair, Francis Gurry, and the Vice-Chair, Jan Beagle, following a consultative process led by David B. Waller, former Deputy Director General and Head of Management of IAEA.

4. Through this Strategic Plan, the Committee aims to leverage its professional talent and expertise to formulate and put forward proposals — several of which are far-reaching — and foster its role as a source of inspiration and a catalyst for modernization and action towards United Nations system-wide management reform.

5. The Strategic Plan highlights the commonalities and system-wide priorities concerning which there is value in collective discussion and coordinated action through the Committee, and which can be linked, as appropriate, to internal efforts by individual organizations.

6. The full set of priorities outlined in the Strategic Plan is framed against a paramount principle: that the organizations of the United Nations system will preserve and foster the safety and security of their staff — while remaining committed to respond to the ever-increasing demand for their services, despite the deteriorating conditions in which those services are being delivered.

7. The Strategic Plan should also be seen in the context of General Assembly resolution 64/289 on system-wide coherence, which reiterates that the objective of simplification and harmonization of business practices within the United Nations system is to modernize procedures leading to significant cost savings and/or a reduction in the administrative and procedural burden on the organizations of the United Nations development system and national partners.

8. Of immediate relevance is the commitment of Member States — as reaffirmed in the quadrennial comprehensive policy review of operational activities for development of the United Nations system — to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system, by the redesign, modernization and operationalization of administrative and management functions, so as to make system organizations more adaptive and agile in delivering their programmatic mandates.

[a] Excerpts from the Committee's terms of reference.

9. Acknowledging that no one size fits all, the quadrennial review recognizes the value of convergence of multiple perspectives and strongly encourages the governing bodies of the specialized agencies and other relevant United Nations entities to review and discuss the provisions related to harmonization of business practices with a view to promoting their implementation by the respective entities and improving harmonization with funds and programmes.

10. The Committee aims to respond to the call in the quadrennial review in respect to operational activities for development, by extending its scope and leveraging the commonalities and shared operational requirements of the different entities of the United Nations system — developmental as well as emergency and humanitarian, normative and operational, headquarters and field-based, large and small.

11. The Strategic Plan is also designed to utilize the Committee's unique system-wide policymaking platform in support of the Secretary-General's Five-Year Action Agenda to:

(a) Ensure the more effective delivery of mandates and do more within recognized resource constraints through innovation and change management initiatives;

(b) Build a modern workforce;

(c) Make the United Nations more open, flexible and accountable, including by adopting a results-based planning, accountability and management system, streamlining budgeting and implementing a system-wide risk management approach;

(d) Launch a second generation of "Delivering as One", which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes;

(e) Enhance the safety and security of United Nations staff by mainstreaming security resource and personnel decisions through all relevant planning and budget processes, increasing security threat analysis capabilities at more United Nations field locations and improving national and international staff security training to match the threat environments in which the United Nations operates.

II. Strategic priorities

12. The priorities included in this Strategic Plan reflect the consensus of all members of the Committee. Their implementation by means of the concrete deliverables outlined in the complementary results framework must take due account of the differences between organizations in terms of their business models; how advanced their expertise is in any selected field of management reform; the capacity and specific skills they have in such areas; and any investments they may have already made.

13. While all priorities will be pursued by all member organizations, the Committee agrees to the principle of conducting joint work, where appropriate, with an opt-in/opt-out approach. Utilizing this approach, initially a smaller group interested in advancing a particular topic would conduct groundwork and pilot

implementation, with other member organizations joining in at later stages — depending on the evolving scope and potential impact of the subject.

A. Attracting and retaining talent

14. The Committee's human resources management agenda has, as its overarching goal, the continued development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community.

15. A key expected outcome of this endeavour is a strengthened leadership and managerial culture and organizational environment that recognize good performance, strengthen linkage to career development, and sanction poor performance. In this connection, as many organizations are striving to adjust their internal mobility policies in support of skill and career development, achieving true inter-agency mobility — including through practical means such as bilateral or multilateral exchanges from job pools — is a strategic objective in which the Committee has chosen to engage.

16. The fundamental challenge of a human resources management reform agenda is to determine how best to attract, retain, and promote the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations where the United Nations system operates. The most immediate means to pursue this goal is by engaging in a constructive dialogue with ICSC in the context of its review of the conditions of service for United Nations system staff, and aim to develop a proposal for a competitive and simplified compensation package that enables organizations to attract and retain staff of the highest calibre and reduce transaction costs, relying on scientific evidence from systematic data gathering and monitoring on relevant trends.

17. Any such proposal would have to be contextualized, and would therefore offer an opportunity to answer some key questions concerning the characteristics of an international civil service best able to function in the new environment: What is the ideal balance between younger and more mature staff, between generalists and specialists, and between internal and external sources of talent and expertise? Which and what percentage of positions should offer career potential? What and how many types of employment contracts should be utilized? How to ensure that staff stay engaged throughout their careers?

B. Redesigning and innovating the United Nations business models: right-sourcing, common services and new technologies

18. New technologies open entirely new horizons to reshape the operational models of United Nations organizations: cloud computing; meeting and conference services; compilation and availability of system-wide data and information, etc. The Committee is embracing the use of ICT as an agent of change, improved knowledge management and increased collaboration within the system and with other partners. The technology agenda will be driven by underlying objectives and in the context of proven business cases.

19. In considering innovative business models, the Committee will seek to achieve measurable progress to enhance the environmental sustainability of United Nations

operations, through joint initiatives possibly focused on facilities management and procurement.

20. In response to the explicit mandate in the quadrennial review, the Committee will broaden the scope and ambition of its agenda on joint and collaborative work in operations, which has already spread a culture of collaboration through its successful pilot initiatives. Specifically, the Committee will aim to make a quantum leap in the development of options for consolidation and/or pooling of support services.

21. In pursuing this goal, the Committee will make realistic assessments of the differences between organizations in terms of their business models. Proven success in a given domain would lead to recognition of competitive advantage and, therefore, of natural leadership in that area. In exercising such leadership, any organization acting on behalf of others would have to do so within clear accountability frameworks — a "service culture" must be developed and maintained.

22. The scope for the potential development of shared and common service models, including through leveraging the United Nations system's collective scale for joint purchasing, is wide — and, thus, careful prioritization will be required, as not all areas are equally ripe for exploitation.

C. Supporting the second generation of Delivering as one

23. The quadrennial review "Recognizes the achievements and experience of the implementation of Delivering as one by a number of pilot programme countries on a voluntary basis as an important contribution for enhancing the coherence, relevance, effectiveness and efficiency of the United Nations development system in those countries, strengthening national ownership and leadership in the operational activities for development of the United Nations system and achieving strategic results, especially on cross-cutting issues; and furthermore notes that a number of programme countries have adopted the 'Delivering as one' modality on a self-starter basis, and that their experience can positively contribute to enhancing United Nations operational activities at the country level".

24. In his Five-Year Action Agenda, the Secretary-General calls for the "launch of a second generation of 'Delivering as one', which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes".

25. Building on the considerable efforts and resources already dedicated to assisting United Nations country teams in their efforts to "deliver as one", the Committee, in coordination with the United Nations Development Group, aims to be a driving force in shaping the next generation of this undertaking, in particular by enabling the successful implementation of standard operating procedures.

26. In doing so, the Committee shall guide the efforts directed at following up on lessons learned and solutions initiated, so as to address bottlenecks at the country level and develop system-wide solutions. This approach should help ensure the alignment of country-level operations with priorities at the Headquarters/policy level.

D. Strengthening the risk management and oversight architecture

27. The Committee aims to develop a consolidated and trust-based relationship with Member States on the level and quality of controls in place in the organizations to allow for rationalized oversight, more focus on key risks and better internal resource allocation. The underlying challenge is to derive greater value from the United Nations audit and oversight architecture, by assessing its increasing costs and focusing, in partnership with oversight entities, on strengthening accountability — both corporate and individual — and managing and mitigating risks.

28. Most United Nations system organizations have or are in the process of strengthening their internal control and risk management processes. In this regard, the Committee recognizes the strategic value of a collective engagement — to devise effective approaches for the identification of events that could affect the organizations, and in managing risks within the individual organization's risk appetite, so as to provide reasonable assurance regarding achievement of the organizations' objectives, while ensuring effectiveness and efficiency of operations, reliability of financial and performance reporting, and compliance with rules and regulations. An important component of this undertaking is represented by the further integration of risk management into the programme planning processes and within the performance dialogue with legislative bodies and Member States.

29. The Committee similarly places a high priority on coordinated work in the area of crisis preparedness and response, business continuity and cybersecurity. United Nations system organizations recognize the critical role of ICT as the backbone of the operational system. Despite some organization-specific requirements, they recognize considerable common ground with respect to how to best protect themselves from business disruptions and security threats; and how to do so while, at the same time, providing increasingly open and user-friendly ICT and web-enabled services and communications.

E. Measuring and communicating results

30. The quadrennial review recognizes the priority for funds, programmes and specialized agencies to "... further improve their communication to the general public on their mandates and development results ...". This priority moves in parallel with the efficiency and results-based agenda and is framed within the objective of ensuring that the United Nations system represents value for money and makes effective use of the limited resources at its disposal.

31. The global communities the United Nations system serves have become more sophisticated in their information needs and the organizations' information content and the means by which it is delivered often seem inadequate and outdated to younger and other intended mass audiences. The Committee, in a complementary and coordinated effort with the High-level Committee on Programmes and the United Nations Development Group, aims to develop the skills and capacity to leverage technology and adopt more direct, emphatic and compelling approaches to communication, including investments in data visualization tools to leverage the United Nations high-value digital data resources, so as to more effectively tell the story of the United Nations system.

32. Concurrently, the Committee will pursue the development of common methodologies for measuring performance and calculating efficiencies, as well as demonstrating that achieved productivity increases and realized operational savings have been translated into increased resources for the implementation of programmatic activities.

Appendix I

Methods of work of the High-level Committee on Management: operationalizing the strategic priorities

1. The agenda of the meetings of the High-level Committee on Management will focus on subjects directly relevant to the Committee's Strategic Plan. The Committee will continue to meet face-to-face twice a year, for one and one half days or longer, as necessary, allowing for remote participation, where appropriate. Ad hoc inter-sessional meetings will be convened via virtual means in special circumstances, as appropriate.

2. Each session of the Committee will devote appropriate time to comprehensive discussions on a limited number of items. Interested member organizations will take the lead and/or actively engage in the preparation of the substantive sessions, with the CEB secretariat offering coordination, data-gathering and substantive support. This would ensure the quality preparation that good policy-level discussions of this nature require.

3. Depending on the venue, the Committee could consider a more informal setting for its meetings, and would welcome presentations and/or other contributions by outside experts — both from the private sector and from leading governmental and not-for-profit institutions — to advance discussions of certain topics.

4. Representation in the Committee should be at the level of the member organization's most senior official in management/operations/administration.

5. Decision-making will continue to be based on consensus among Committee representatives, with the adoption of the opt-in/opt-out principle when circumstances call for it.

6. Documentation will be prepared for the Committee along the lines of succinct executive briefs, outlining any decision required from the Committee, the expected results, the follow-up actions and the corresponding responsibilities and timelines, as well as any financial implications. Any background documentation would be for reference only, and would have to be succinct and inclusive of an executive summary.

7. The Committee's agenda will not include reports from the networks (including the Inter-Agency Security Management Network) per se. Rather, networks will contribute their input, where relevant, in the context of the discussion under the substantive thematic agenda items. This would contribute to a more cross-functional approach to discussions.

8. Similarly, the dialogue with the staff federations will not be a stand-alone item on the agenda. The federations will, instead, contribute their views in the course of the discussion of those thematic agenda items in which they are invited to participate as observers. Federations' statements will continue to be incorporated as annexes in the Committee's report on its session.

9. The new accountability framework will empower the networks to take decisions on behalf of the Committee on matters delegated to them by the Committee. In turn, the networks will provide periodic written reports to the Committee — on results achieved against deliverables agreed upon in their workplans — which will be periodically submitted to the Committee for review and approval. Network reports

will be subject to review and approval on a no-objection basis by the Committee, via electronic means. Only subjects that the networks cannot resolve will be elevated for consideration by the Committee, which will provide the networks with guidance and direction to solve those outstanding issues.

10. Effective functioning of this model requires that organizations' representation in networks is at a level having full decision-making authority in the respective domains, that is, the most senior manager in each function (human resources, finance and budget, ICT, procurement, and safety and security).

11. Although the networks' programmes of work will be driven by the Committee's Strategic Plan, networks will retain the prerogative to flag or propose issues for the attention of the Committee.

12. A virtual or face-to-face meeting of the conveners/chairs of the networks, led by the Vice-Chair of the Committee, shall occur annually.

13. The Strategic Plan 2013-2016 will be implemented in close collaboration with the other two pillars of the United Nations Chief Executives Board for Coordination — the High-level Committee on Programmes and the United Nations Development Group — seeking a complete alignment of the respective workplans, so as to ensure maximum coherence among their respective priorities, strategies and workplans.

14. The Strategic Plan will be reviewed and adjusted as necessary in the course of the reference period, to reflect any emerging management priorities and intergovernmental mandates. The Committee will report on implementation of the Strategic Plan and assess its impact by the end of 2016.

Appendix II

Terms of reference of the High-level Committee on Management

1. The High-level Committee on Management is responsible to CEB for coherent, efficient and cost-effective management across the United Nations system of organizations. It is composed of the most senior administrative managers of each CEB member organization.

2. The Committee acts on behalf of and in the name of CEB on matters affecting the administrative management of all member organizations, both multi-sectoral and specific to a given area.

3. It is charged with identifying and analysing administrative management issues of common concern, which require a system-wide response. It is authorized to take decisions on behalf of the Executive Heads and to identify, promote and coordinate management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness across the United Nations system. It is also responsible for:

- Ensuring the frank sharing of knowledge and experiences in order to enable organizations to profit from best practices
- Facilitating the continuing dialogue on the reform processes and the management of change under way in the organizations of the system
- Reviewing issues of an administrative nature submitted to it by United Nations system groups within or outside the existing CEB machinery
- Introducing measurable improvements and other administrative reforms.

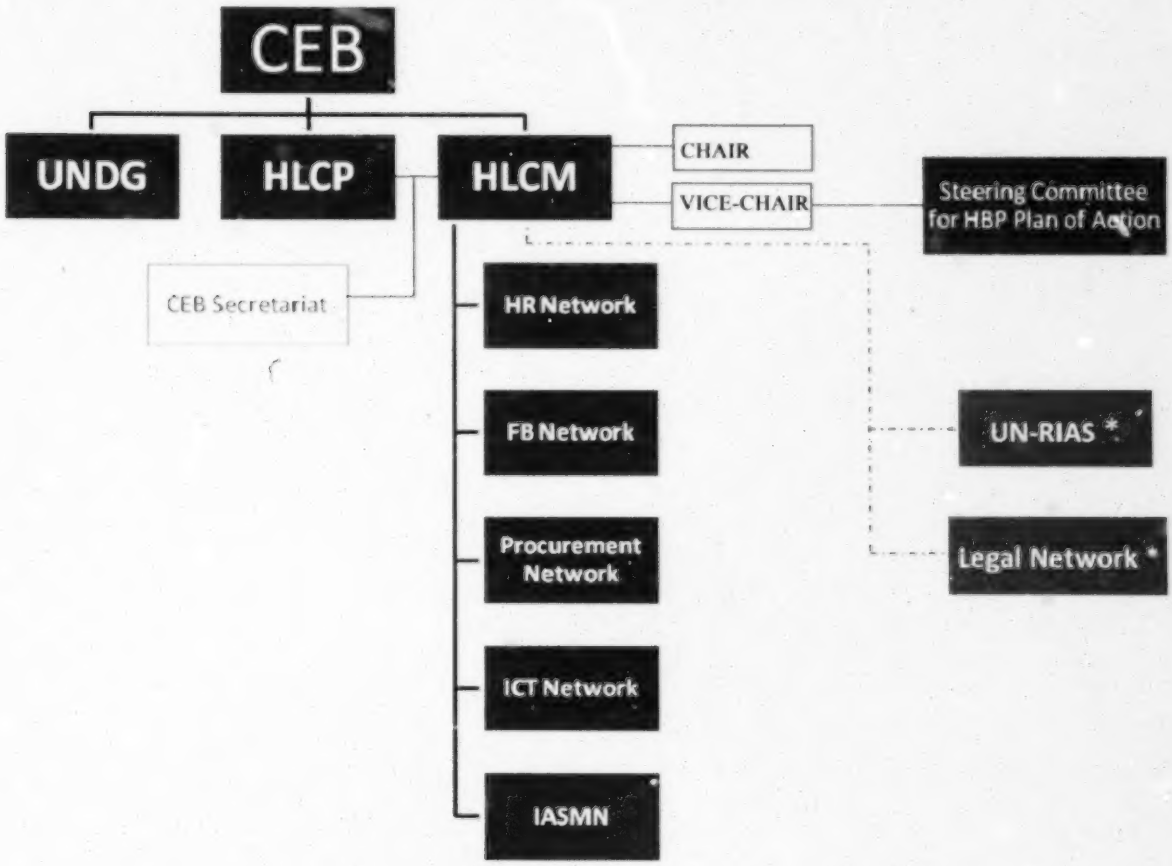
4. Its work is carried out in the main through task forces of experts in given administrative areas and also through groups of human resources managers, financial managers and information technology managers whose work is guided by the Committee.

5. Recognizing that CEB may from time to time enter into exchanges with the representatives of staff bodies, the Committee is responsible for maintaining an ongoing dialogue with staff representatives on concerns of a system-wide nature. It also interacts, as appropriate, with Member States in the Fifth Committee of the General Assembly and with the Chairs of the Advisory Committee on Administrative and Budgetary Questions and the International Civil Service Commission on issues which have, or may have, system-wide implications for the management of resources.

6. Generally, the Committee meets once a year but may hold sessions more frequently if there is a common demand. The Chair and any other office bearers rotate among CEB member organizations.

Appendix III

Working mechanisms of the High-level Committee on Management



* Consultative and advisory relationship.

Abbreviations: CEB, Chief Executives Board for Coordination; HBP, Harmonization of Business Practices; HLCM, High-level Committee on Management; HLCP, High-level Committee on Programmes; FB, Finance and Budget; HR, Human Resources; IASMN, Inter-Agency Security Management Network; ICT, Information and Communications Technology; UNDG, United Nations Development Group; UN-RIAS, Network of United Nations internal audit services.